

# Supply Chain Management Institute Newsletter

Fall 2021 Update

## SCMI Director's Message: What a Year it Has Been – Now it's Time We Look Ahead!



I don't have to tell you what a year it has been!

For the past 20+ months, we have heard from you about your many struggles managing supply chain functions. Whether due to shortage of warehouse space to house expanded inventories, difficulties arranging containers and shipping, shortages of truck drivers, port congestion, or rolling Asian factory shutdowns, the challenges to our teams have seemed endless. On top of all of those, we are struggling to react to and address the "Great Resignation" among our work teams.

Here at the SCMI, much like your teams, we have continued to work on the "3 Pillars" of our mission to build our "vibrant environment for supply chain knowledge-sharing among our Partners and connection to UWM students." In just over one year, we have grown our SCMI partners and friends from just a few to over 20. We are continuing to grow.

In our first mission pillar to "Create opportunities for supply chain knowledge-sharing," we hosted three "Hot Topic Forums" for our partners to discuss key Partner-submitted issues facing their operations, helping partners avoid re-inventing approaches that others have found to work. We also hosted our first Fall Supply Chain Conference, where we heard from noted supply chain presenters covering topics from supply chain improvements and evolution to more revolutionary digital improvements.

For our second mission pillar, "Building greater connections between our Lubar students and our Partners," we facilitated several Partner organization events as well as supported a busy company speaker schedule for our Supply Chain Management Association student organization.

In our third mission pillar, "Developing a timely, relevant Supply Chain Curriculum," we connected your organizations with Lubar supply chain faculty to discuss curriculum content and improvements, including a Digital Supply Chain masters program that will be developed over the next year.

But our challenges are not yet over. We know that many of the difficulties noted above will still be with us for some time. Rather than "curse the darkness," we choose to "light a candle" and be a part of your proactive engagement to deal with these challenges. As 2022 opens, we will be working to connect even more closely with you to share more, learn more, and help one another deal with the supply chain difficulties that lie ahead. We believe that, together, we are stronger and able to help one another through these challenging times.

In the pages that follow, you will learn more about the activities described above. You will also see our work to develop "sharing connections" among you, our valued Partners, and we welcome your suggestions and ideas to make our current SCMI an even stronger and more impactful resource for 2022 and beyond.

Jeff Turmel, Director, *Supply Chain Management Institute*

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LUBAR SCHOOL OF BUSINESS

# SCMI Hosts Fall Supply Chain Conference

On October 29, 2021 SCMI and the UWM Connected Systems Institute (CSI) partnered to host a virtual “Energizing Your Supply Chain Transformations” conference. The conference featured keynotes by both Rajiv Malik, Senior Vice President of Global Product Services at Kohl’s Corporation, to open the conference and by Bill Stewart, Vice President of Supply Chain at Kohler Kitchen and Bath, to close the conference.

Attendees could attend sessions from the more traditional “Streamlining Your Supply Chain” track or the cutting-edge “Digitizing Your Supply Chain” track. The day also featured a virtual tour of the CSI Manufacturing Test Lab that is operational on the UWM campus.

## Conference Keynotes

### **Evolving the Transformation in Merchandise Sourcing**

*Rajiv Malik, Kohl’s Corporation*

Rajiv opened the conference by describing the exciting and complex world of Retail Merchandise sourcing and discussing the multi-faceted transformation and challenges in that sector. He described Kohl’s’ strategic and agile sourcing approach that is giving Kohl’s an advantage in the marketplace.

### **Using Agile Methods to Accelerate Digital Supply Chain Transformation**

*Bill Stewart, Kohler Kitchen & Bath*

Bill closed the conference by describing how Kohler Kitchen & Bath’s use of agile software methods as applied to their supply chain improvement projects is not only driving faster supply chain improvements in areas such as order management, but is reinforcing their servant-leadership culture.

## Streamlining Your Supply Chain

### **Supply Unchained: How We Got into This Mess and How We Will Get Out of It**

*Thomas Derry, Institute for Supply Management*

Thomas presented many macro-economic trends that the supply chains around the country are experiencing. He connected these trends with how countries’ approach to trade has changed over the past 20 years. Thomas then discussed some supply chain predictions for 2022 based on research that was conducted at the Institute for Supply Management.

### **Fostering Collaboration: Engaging Physicians in Product Selection**

*Chuck Jensen, Froedtert Health*

Chuck discussed a recent initiative at Froedtert Health to involve surgeons in the sourcing process. The early involvement of surgeons dramatically reduced the number of one-time requests for items. Early involvement has also reduced Froedtert’s costs to source and procure the items.

## Digitizing Your Supply Chain

### **Best Practices for Warehouse Automation Readiness**

*Peter Zalinski, Barcoding, Inc.*

Peter shared some best practices for those working to implement automated workflows in their warehouse operations and described ways to avoid costly errors and omissions that could lengthen or derail project savings.

### **Improved Operational Metrics through Digital Supply Chain**

*Victor Baez, Regal-Rexnord*

Victor shared Regal-Rexnord’s continuous improvement focus and tools applied to “digitizing” their operations. He also described the results and benefits resulting from integrating with a larger, global supply chain.

### **Cyber Risk in the Supply Chain: Manufacturing, Suppliers and Partners**

*Charlene Deaver-Vasquez, FISMACS.com*

Charlene shared a presentation focused on supply chain cybersecurity, and described trends and statistics on cybersecurity incidents. In her talk, she also covered essential cybersecurity best practices and ways to quantify supply chain cybersecurity risks.

## Student Placement

**This year, Lubar School of Business Supply Chain students have been placed with many outstanding companies, including:**

Amazon  
Ashley Furniture  
Briggs & Stratton  
Charter Steel  
Direct Supply  
Enterprise  
EOS

Giersch Group  
Great Lakes Orthotics and Medical Supply  
Harley-Davidson  
Johnson Controls  
Kimberly-Clark  
King Juice Company / Calypso Lemonades  
Kohl’s Corporation

Metalcraft of Mayville  
Rexnord  
Rockwell Automation  
Rockline Industries  
SABIC  
Superior Pool Products  
Uline

To explore supply chain internships, co-op or placement partnerships with the Lubar School of Business, please contact Dan Neuwirth, Senior Career Advisor, [neuwirt@d@uwm.edu](mailto:neuwirt@d@uwm.edu) or 414/229-3766.

# Brady Corporation Hosts UWM “Brady Night” Event and Tours

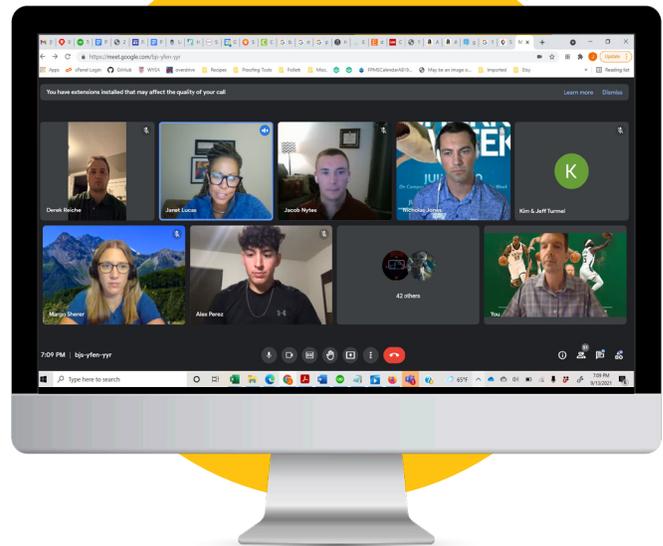
On October 26th, Brady Corporation hosted a “Brady Night” event with 42 students from the Lubar School of Business and College of Engineering & Applied Science attending. Bobby Bishop, a Sr. Global Product Manager at Brady, spoke to the students about his growth journey at Brady, the current direction Brady is taking, and the business challenges they currently face. Bobby also addressed internship and career opportunities at Brady for a variety of UWM student disciplines and spoke about how manufacturing was evolving at Brady to use technology as a competitive advantage. He shared a new automated warehouse system that Brady was implementing to automate and optimize their warehouse picking operations.

Bobby encouraged students to consider Brady as an alternative to “traditional” manufacturing companies where technologies were not yet being actively pursued or implemented to compete and be successful.

On November 12th, Brady followed up their “Brady Night” event by hosting 14 UWM students on two site tours – one for Lubar business students at their Milwaukee corporate headquarters and the other for engineering students at their local research & development (R&D) lab.

In the Brady headquarters tour, Brady representatives were able to meet with the students in a smaller, more focused group and to show them typical office locations and manufacturing floor processes and technologies. More detailed discussions followed regarding what the specific responsibilities for each function and potential internship and career opportunities at Brady.

In the R&D tour, the engineering students were shown the Systems and Equipment R&D laboratories as well as the Chemical and Chemistry laboratories where Brady performs their product development. The students had the opportunity to see engineers working alongside their colleagues to develop future products that will be critical to Brady’s future growth strategy. Following the tours, members of Brady’s engineering and R&D teams spent time talking with students about their roles, products they have developed, and Brady’s culture. The students walked away knowing innovation is key to Brady’s continual success.



# Direct Supply Hosts a Virtual Career Fair Prep Event

On September 13, 2021 Direct Supply hosted 43 students on a Google Meet. Janet Lucas, Inclusion and Diversity/Campus Manager, and Margo Sherer, Supply Chain Manager, led the conversation. Three recent hires at Direct Supply were also in the meeting to share their experiences interviewing for internships and full-time positions.

One topic the Direct Supply team stressed was the importance of showing that your past experiences can make you successful in the job you are interviewing for. After the event one student commented, “I thought I didn’t have experience because I don’t have experience in the field I am looking to go into to. But tonight, Janet explained that any job experience is experience in employer’s eyes because it shows customer service skills as well as much more.”

Another topic that was discussed in detail was helping students identify red flags in the interview process. Direct Supply encouraged students when they are on-site for an interview to observe the other employees at the company to get a sense for the company culture. One student summed up the conversation with: “I really hadn’t thought about a company having red flags before attending the meeting, but Direct Supply mentioned how an interviewer showing minimal effort or being on their phone a lot is a red flag.”

The third main topic Direct Supply discussed was encouraging students to see the interview as a chance for them to interview the company. When students have questions prepared to help learn if the position is the right fit for them, they are more likely to find the right opportunity. One student referred to this as “arguably the most important thing I learned tonight.”

# SCMI Hot Topic Conversations

Hot Topic forums bring together SCMI members and other professionals from industry to discuss a relevant supply chain topic. SCMI hosted three Hot Topic conversations in 2021.

In April, Jeff Turmel and Mark Kosfeld presented “3 Keys to Sustainable Supply Chain Improvements.” These keys were 1) visibility to supply chain data, 2) agility to adjust business operations real-time, and 3) adaptability to change the business over the long term.

In June the “On-Boarding New Supply Chain Talent” Hot Topic featured panelists Eddie Jimenez from MolsonCoors, Margo Sherer from Direct Supply, and Michael Freimark from UWM. Each panelist presented their tips for how to successfully onboard new supply chain associates and fielded questions from the audience.

In August SCMI hosted the “Best Practices for Managing Suppliers & Commodities in Periods of Tight Supply” Hot Topic. Attendees who were facing similar challenges across multiple industries shared strategies for addressing these problems.

## Benefits of Joining SCMI

The Lubar School of Business Supply Chain Management Institute partners with companies on practical and theoretical issues with an interdisciplinary focus. Our aim is to disseminate emerging insights and knowledge to our local and regional constituents. The Institute seeks discipline-based and interdisciplinary collaborations on faculty-led research projects, problem-based learning initiatives for students, white papers on emerging issues, and best-practice case studies.

The SCMI Partnership fee is \$5,000 per year. The SCMI also welcomes ad-hoc projects on a fee basis with non-member companies. This allows the opportunity to benefit from the SCMI capabilities before becoming a full member.

Our interests are in a wide range of analyses, improvement, and research projects such as: strategic audits of facilities, distribution and manufacturing planning and control systems, Lean, Six Sigma, supply and risk management, facility locations analysis, strategic sourcing, inventory and capacity analysis, new facility design or existing facility reconfigurations to improve productivity and safety, and analysis and improvement of manufacturing and service business processes.

Information on joining SCMI and submitting project requests can be obtained by email, phone, or on our website.

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**URL:** [lubar.uwm.edu/scmi](http://lubar.uwm.edu/scmi)

## SCMI Member Companies

Supporting Partners:



Participating Partners:



## SCMI Leaders and Collaborators:

### Jeff Turmel

Director of Business Engagement,  
and Director, SCMI

### Mark Kosfeld, MBA

Lecturer & Associate Director,  
SCMI

## SCMI Affiliated Faculty & Staff:

### Layth Alwan, PhD

Professor,  
*Supply Chain, Operations Management,  
and Business Statistics*

### Michael Andrew

Director of Corporate Relations,  
*College of Engineering & Applied Science*

### Sanjoy Ghose, PhD

Professor, *Marketing*

### Xiang Fang, PhD

Associate Professor,  
*Supply Chain, Operations Management,  
and Business Statistics*

### Kaan Kuzu, PhD

Associate Professor & Area Chair,  
*Supply Chain, Operations Management,  
and Business Statistics*

### Samar Mukhopadhyay, PhD

Visiting Professor,  
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### Wilkistar Otieno, PhD

Associate Professor,  
*Industrial and Manufacturing Engineering*

### Matthew Petering, PhD

Associate Professor,  
*Industrial and Manufacturing Engineering*

### Atish Sinha, PhD

Professor, ITM & Director,  
*Center for Technology Innovation*